

1.Kampagnens titel: Redefine Ordinary

Kunde: Canon

Produkt: Kamera

2: År shortlistet/vundet ved CCA: 2018

Belønning: To shortlists

3. Executive summary (max 100 ord):

The world has never taken as many photos, but the hot dog legs and sunsets are captured on smartphones. Canon engineered a long-term activation platform to make people fall in love with cameras again and dust off the grandad image. Through bold activations Canon changed Google's algorithm, changed people's perception of the brand and ultimately turned the fortune. Because Canon leapfrogged their sales to index 201 and competitors to index 54 from 2016 to 2018 to deliver a ROMI of 4.4.

4. Har du tidligere indsendt denne kampagne i Creative Effectiveness?

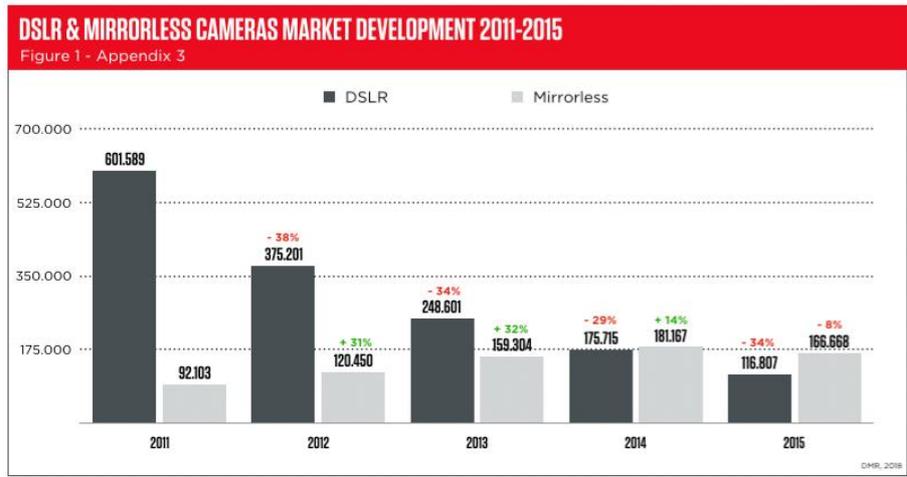
Nej

5. Hvad var målsætningen for kampagnen (punkt 1 i Cannes)?

Commercial objectives

Increase Canon's mirrorless market share from 6% to 17%

As the leading manufacturer of DSLR cameras, Canon was suffering most from the collapse of category sales due to the ubiquity, convenience and ever-increasing picture quality of smartphones.



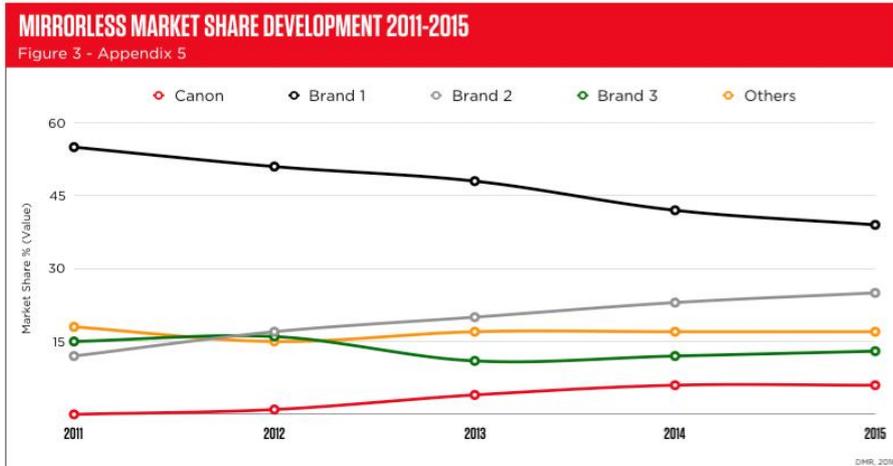
To counter this threat, camera manufacturers introduced compact, smaller and less expensive cameras, but still with a focus on high quality imagery. This was labelled the “mirrorless” category¹.



Canon was late to the mirrorless category², by which time the category that could help save Canon from the “threat of the Smartphone” was already dominated by others, with Canon an ‘also-ran’.

1 A ‘mirrorless’ camera uses no built-in mirror in the body, but digitally reproduce the DSLR’s picture performance. The lack of a mirror in the camera body results in a smaller and lighter body.

2 Source: DIY Photography, Mar 2018, „Canon finally shifts focus to mirrorless cameras company manager confirms“ Retrieved from: <https://www.diyphotography.net/canon-finally-shifts-focus-mirrorless-cameras-company-manager-confirms/>



Increase Canon mirrorless camera sales by 10% YoY from 2016 onwards

To capture a larger share of the market Canon targeted sales uplifts of at least 10% per year for 3 years.

COMMERCIAL OBJECTIVE - SALES UPLIFT					
	REALISED		TARGET		
	2014	2015	2016	2017	2018
VOLUME	10,870	10,000	11,000	12,495	13,743
VALUE	€4,053,798	€3,750,000	€4,125,000	€4,685,326	€5,153,859

Marketing objectives

Increase Canon awareness within the mirrorless category

Canon has long held dominant position in high-end cameras, but this awareness did not extend to the mirrorless category. To secure the survival, we set targets to increase unaided awareness within mirrorless from 35% to 52%, and top-of-mind awareness from 21% to 42%.

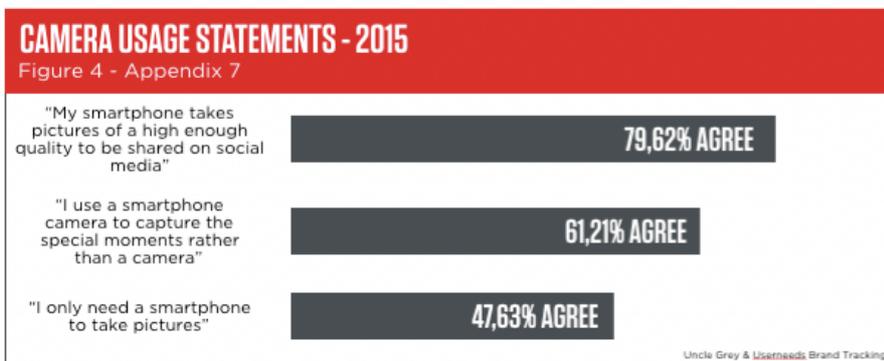
Increase retailer 'presence' from 55% to 70%

The camera category is still heavily reliant on traditional retail for their sales as it's reported as the most important source to make a purchase along manufacturers websites³. Unfortunately, Nikon and Sony owned this environment for mirrorless, offering retailers higher margins, aggressive loyalty programs and a faster product road map. To succeed Canon had to build its mirrorless retail presence, getting retailers to implement their marketing materials in the stores.

Communication objectives

Increase Canon quality perception vs. the Smartphone

Strong communication initiatives from the likes of Apple (Shot on iPhone)⁴ and Samsung (Galaxy) has focused on the quality of mobile photography – effectively questioning the difference between cameras and smartphones. Canon had to reaffirm superior quality of the pictures they deliver and evoke the emotional power of great photography. This required an aspirational narrative that would break through the clutter and reposition the brand amongst a younger audience than the traditional Canon heartland.



Build brand vibrancy

³ Source: Internal Canon data on most important sources for purchases based on Breaking Blue 2017 – Mirrorless report.

⁴ Source: Cult of Mac, June 2015 „Apple’s award-winning ‚Shot on iPhone‘ ads are a ‚game-changer““. Retrieved from <https://www.cultofmac.com/327156/apples-award-winning-shot-on-iphone-ads-are-a-game-changer/>

According to WPP’s BrandZ, brand perception across the Nordics is very much aligned with the traditional perception of the Canon brand – great for our professional business, but not young and dynamic enough to establish relevance amongst a new generation within the mirrorless category. Values such as **Trustworthy**, **In control** and **Wise** dominated how the brand was perceived. The values least associated with Canon were: **Fun**, **Sexy** and **Playful**⁵. Simply put, Canon was perceived as reliable and stable, but not very exciting or aspirational.

Overall objectives

	COMMERCIAL OBJECTIVES	MARKETING OBJECTIVES	COMMUNICATIONS OBJECTIVES
KEY PERFORMANCE INDICATORS	Increase sales by 10% YoY from 2016 and onwards (value & volume).	Increase unaided awareness from 35% to 52% and TOM awareness from 21% to 42% within the mirrorless category.	Increase the quality perception of the camera versus the smartphone.
	Secure new revenue streams from the mirrorless category by increasing market share from 6% to 17% .	Increase the retailer implementation rate from 55% to 70% .	Build brand vibrancy by attaining more aspirational brand attributes.

To achieve these objectives Canon faced three main challenges:

Business challenge

Canon’s core business was threatened, and the brand had to look towards new sources of revenue by growing mirrorless sales.

Marketing Challenge

Canon had to penetrate the mirrorless market by increasing presence and awareness of their offering in this space.

⁵ Source: BrandZ data, 2018.

Communications challenge

Canon had to move away from technical jargon to establish a more emotional connection with younger people who were defaulting to Smartphones.

6. Beskrivelse af idéen

Canon's dual challenge of its traditional business (DSLR)⁶ threatened by the rise of the smartphone, and emerging mirrorless category dominated by competitors, could not be solved by a single campaign – it demanded a long-term **Activation Platform** to reposition the brand and build presence in the mirrorless category.

In the summer of 2016 Canon launched **Redefine Ordinary** – the organising idea behind a series of projects to rejuvenate the Canon brand by rebuilding relevance and positioning it strongly within the mirrorless category.

Reversing the trend would be a mammoth task, demanding a multi-phase approach:



1. Redefine the brand

This was the launch of the project to build the foundations for the coming initiatives by rejuvenating the Canon brand and positioning it strongly within the mirrorless category. It was targeted at a new Canon audience – “Adventurous Achievers”, people aged 16-34 living in the

⁶ DSLR: ‘digital single-lens reflex’ camera. The camera incorporates a mirror that reflects the light from lens into the viewfinder. The built-in mirror adds both size and weight to the body.

Nordic urban areas who are not yet affluent, but appreciate convenience and are willing to buy the best camera they can afford.

Insight

Adventurous Achievers viewed cameras as something that should be “planned” for i.e. to be used for vacations or other special occasions. However, the small size and ease of use of mirrorless cameras makes them ideal to use more spontaneously in everyday situations. Effectively making people see their surroundings in a new light.

REDEFINE ORDINARY
Figure 5

Execution
An aspirational narrative where Canon cameras became catalyst for 20 creative and curious minds all tasked with “Redefining Ordinary” throughout one single day. Subsequently the collective creative force of Canon’s community was rallied to redefine their neighbourhoods to show that great photos make a tangible difference nowadays.



This resulted in an intriguing and authentic piece of hero creative shot by the audience in their world but with Canon cameras. It set a new tone for the brand, creating relevance with a younger audience, engaging with an authentic and edgy visual style. The target audience themselves started propagating the campaign.

To bring the idea home we used the collective creativity of the full Canon community alongside influential photographers to prove that, even in the everyday, high-quality pictures make a difference. Well, on Google Maps you pass judgement multiple times a day on what places to eat or visit based on the images that pop up. International chains have professional photographers, but local neighbourhood shops had none. With our modest campaign budget, we partnered with Google and rallied their Google Local Guides to go out and redefine their neighbourhood shops, restaurants etc. with beautiful imagery that would replace the old dreary pictures. This would make every new photo uploaded a proof of the power of great photography.

2. Redefine emotional relevance

The next phase of the project established the high emotional value of great photography. Leveraging data from the first phase we could retarget the people we had connected with. We did not want to create a traditional Christmas campaign, and opted for a different approach.

Insight

We already knew that a great photography could drive emotional relevance, but we were searching for a creative and engaging way to communicate this. In our research we discovered scientific evidence⁷ that really great photography will actually make your heart (emotional response) react faster than your brain (rational response). This means that all of our preconceptions can be discarded when exposed to really great photography.

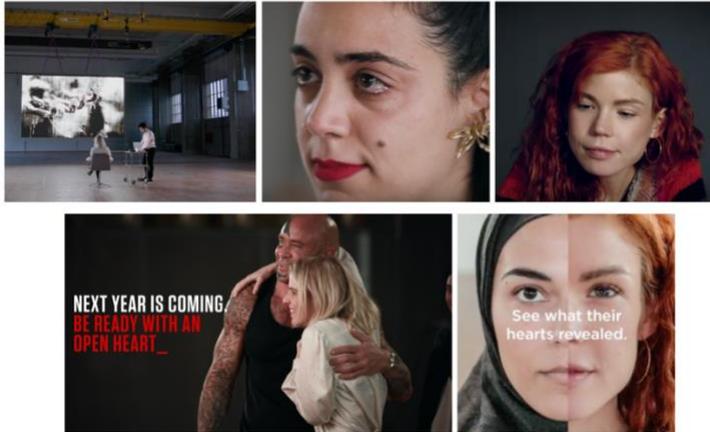
⁷ McCraty, 2004 "Electrophysiological evidence of intuition" in Journal of Alternative and Complementary Medicine. Retrieved from <https://www.liebertpub.com/doi/abs/10.1089/107555304323062310>

BE READY WITH AN OPEN HEART

Figure 6

Execution

An experiment by a neuroscientist on a sample set of Nordic people. It showed commonality in responses between the large tattooed body builder and the hippie girl, the Palestinian girl and the refugee-opposing man and so on. The project was launched with the social video and various social assets in the branding layer and more tactical layers for retargeting.



3. Redefine attainability

The third phase of our campaign focused on making our cameras easily accessible to a wider audience. One of the main objectives of this would be to prove that “real” cameras were not only the technical-minded people, while our new mirrorless cameras were easy to use but still produced great images.

Insight

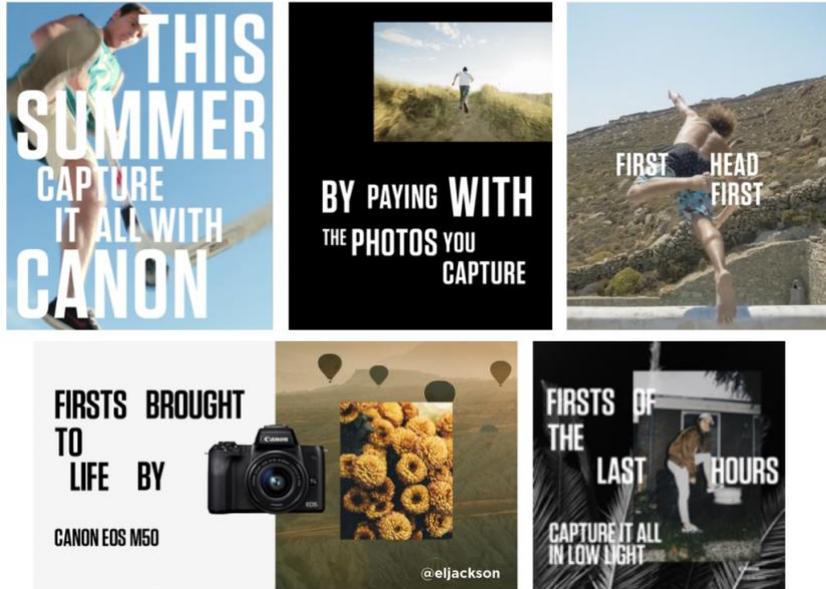
The traditional approach would have been to create an advertising campaign claiming that the camera was super convenient and easy to use. Instead we wanted people to actually experience (either first or second hand) how to use one of our mirrorless cameras in real life.

RENT A CANON

Figure 7

Execution

Platform that let people rent a Canon camera and pay back with photos directly on Instagram. Making the photos the bedrock of the campaign effectively showing that great stills and videos can be shot by normal people.



Media strategy

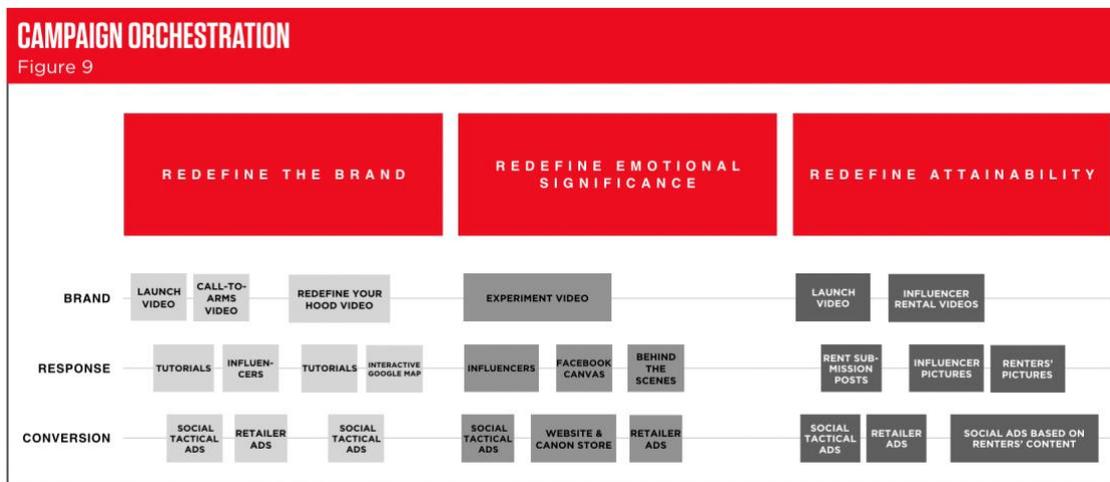
The campaigns were built up in three layers that are explained below. The audience profile demanded a social-first approach where each creative was optimized for social platforms in length and format to stop people in their scroll.

CAMPAIGN LAYERS

Figure 8

BRAND LAYER	Overarching brand idea that aims to amass wide awareness of the message. Behavioural signals from this layer can trickle down to other layers for retargeting of e.g. tutorials or product-centric messages.
RESPONSE LAYER	Mid-funnel content that connects the overall brand idea to the product in an engaging and relevant way. The objective is in general to increase the audience's engagement in the campaign in order to convert their interest into advocacy of the brand message.
CONVERSION LAYER	Aims to serve the right product communication to the people exhibiting the right signals in previous layers. All wrapped in the same storytelling, but with clearer call to actions and short high-impact formats.

Sequential messaging maximised the efficiency of media spend only targeting people who had signalled an interest in initial the brand layer in the mid and lower parts of the funnel.



7. Hvad var strategien bag det kreative arbejde?

At the start of the Redefine Ordinary strategy Canon's camera business was facing a dual-edged sword:

- Decline in its traditional (DSLR) category.
- Low presence the emerging mirrorless category.

The problem was not that Canon had inferior products, or that they had priced themselves out of the market. Rather the traditional brand values associated with Canon⁸ did not fit well with the younger, more dynamic and less skill focused "point and shoot" category.

Not only did Canon have to carve out a place in an emerging category with established competitors, it also had to consider Smartphone brands such as Apple and Samsung as competition. To have any chance of success, the brand had to dramatically change how it was perceived.

⁸ Source: BrandZ data, 2018.

Alongside the rest of the world, the target audience were taking more pictures than ever before, but most of them were never looked at again. They simply become part of an ever-growing “mountain” of poor quality images increasingly polluting our lives.

Redefine Ordinary was designed as multi-year marketing program with the goal of establishing Canon as the leading brand within the mirrorless category, by communicating the emotional value of great photography and establishing a more vibrant, dynamic image for Canon.

1. The 3 phases follow a classic 3-step behaviour change program⁹:
 1. **Sow the seeds** of dissatisfaction with the smartphone. Show what’s possible with a real camera
 2. **Sell the vision** and emotional relevance of the great imagery a Canon mirrorless camera provides.
 3. **Make it easy** to make the change by giving people the opportunity to trial the product.

8. Hvad var kampagnens kreative effekt?

The multi-year Redefine Ordinary project was designed to change how the target audience viewed the Canon brand as well as establish Canon as a key player in the mirrorless category.

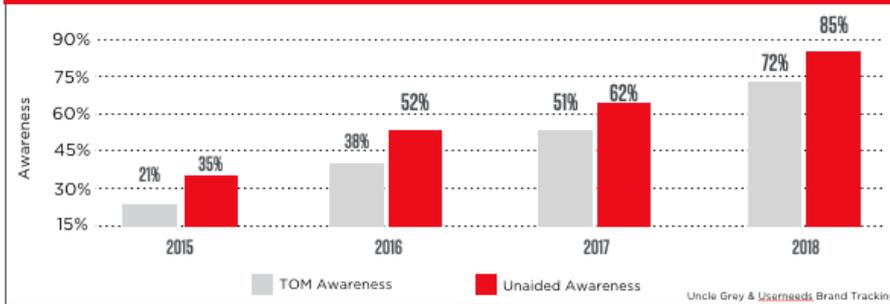
Delivering Marketing Objectives

Our target audience of “Adventurous Achievers” engaged strongly with the campaign, with both unaided awareness and top-of-mind awareness increasing sharply – effectively making Canon the most recognised brand in the mirrorless category.

⁹ Source: Gleicher Change Formula. Retrieved from:
http://www.valuebasedmanagement.net/methods_beckhard_change_model.html Appendix 11

BRAND AWARENESS IN MIRRORLESS CATEGORY

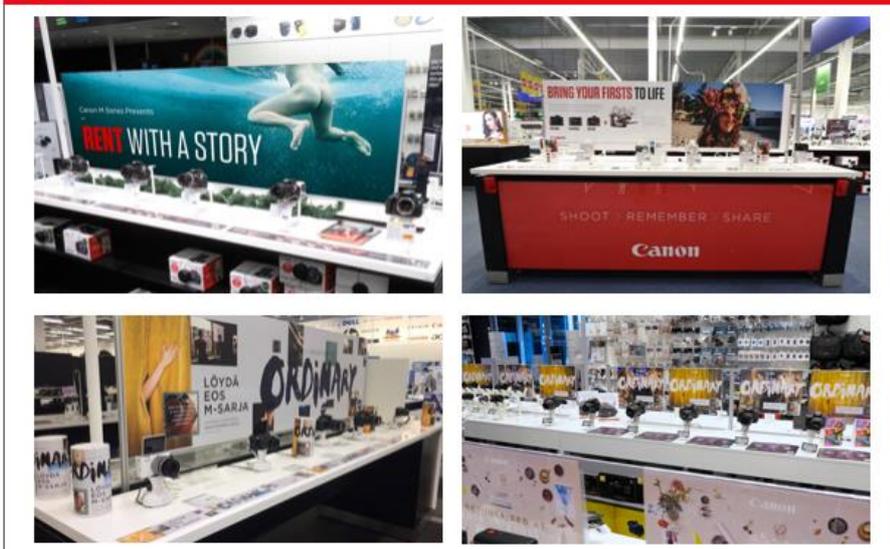
Figure 17 - Appendix 16



The awareness generated, and the subsequent higher traffic (see next section) to partners' websites and stores, quickly made them realise the potential of implementing Canon's communication in their digital and physical channels. Canon's retailer presence rose from 55% carrying their materials in 2015 to 87% in 2018, higher than the KPI of 70% and the highest level ever for Canon.

CANON PRESENCE IN RETAIL

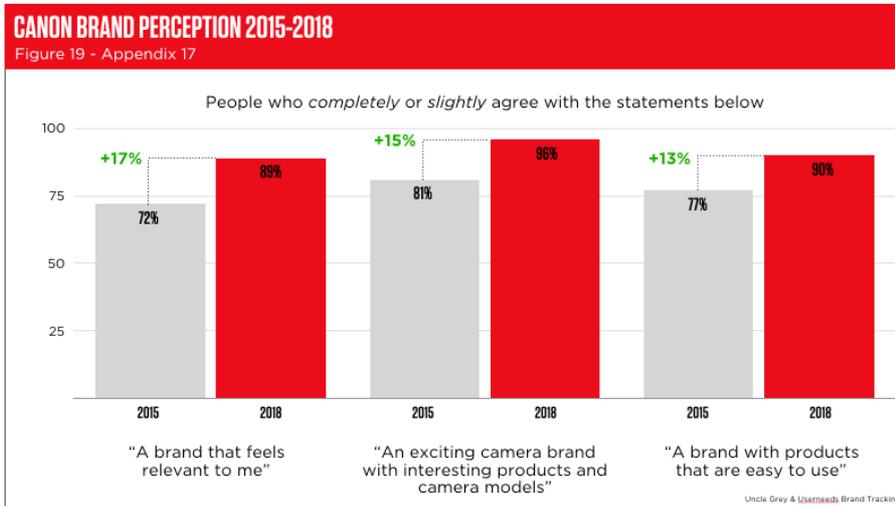
Figure 18



Delivering Communications Objectives

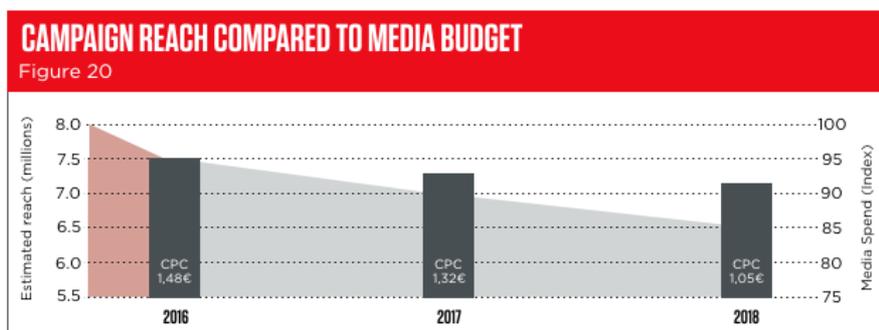
A key communications challenge was to increase the desirability of the Canon brand in the "Adventurous Achievers" segment and increase vibrancy of the brand, to be perceived as an

exciting, relevant and aspirational brand. In the pre/post brand tracking¹⁰ we saw strong positive development across all value statements:



This was mainly achieved due to the large number of "Adventurous Achievers" that we reached and engaged. By aggregating reach across different channels and applying industry benchmarks, it is estimated¹¹ that we reached between 7.1 – 7.5 million unique consumers within the segment.¹²

As a result of the communication strategy we were able to optimize our creative assets and targeting thereby continuously lowering the cost-per-click and ensure a high level of reach although the media spend was gradually lowered during the project.



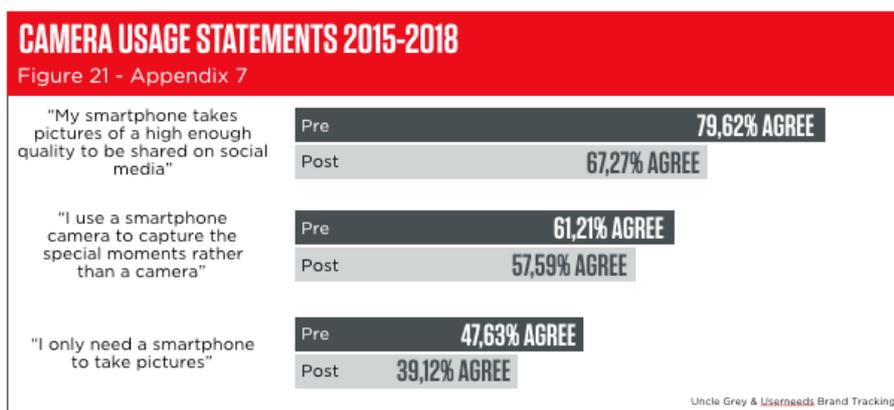
¹⁰ Uncle Grey & Userneeds Brand Tracking. See appendix 17.

¹¹ Accumulated reach across channels and campaign periods, cleaned for double coverage and representing estimated unique users

¹² Canon, 2016-2018. Appendix 20.

Redefine Ordinary activations greatly increased traffic to Canon’s website, generating referrals for Canon retail partners, strongly outperforming KPIs set. As an example, phase two of the strategy had to deliver an increasing in webstore traffic of 30% and 25% for partner referrals. The campaign managed to direct 74.100 to the Canon webstore and more than 40.000 to their partners websites. That is respectively an increase of 174% (Canon webstore traffic increase) and 233% (partner site referrals) compared to the previous year.

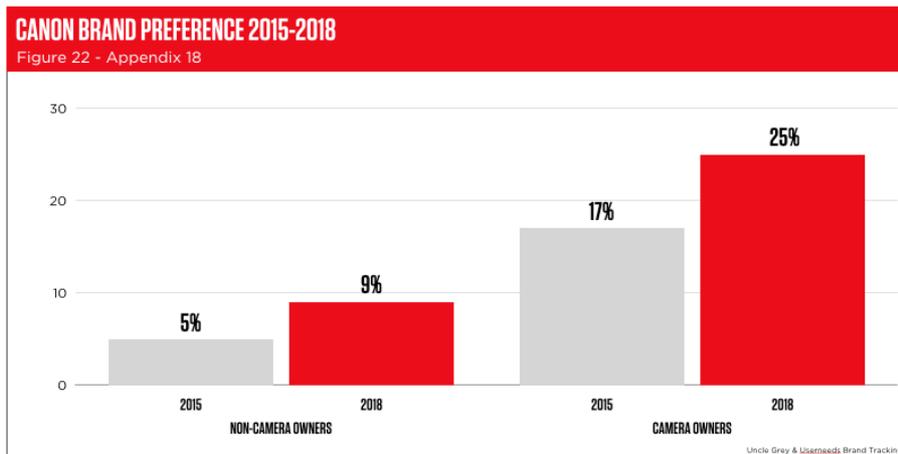
One of the main challenges Canon faced was reminding people of the quality difference between an image shot on a Canon camera and an image from a Smartphone. Redefine Ordinary successfully reminded the audience of the power of great photography; by highlighting the emotional significance, but also by showing the effects of great photography for small local businesses.



Our partnership with Google had more than 22.000 people uploading more than 327,000 images to Google Maps. A post survey amongst shopkeepers who’s stores featured in the campaign showed that 43% experienced an increased footfall to their stores. The importance of high-quality pictures was noticed by Google who changed their algorithm in collaboration with Canon, effectively putting higher quality images higher in the search rankings¹³.

¹³ Source: Google, 2017. See appendix 19.

And as the number of people that viewed a camera as a superior choice increased, it helped increase consumer preference for Canon increasing overall brand preference from 5% to 9% amongst non-camera owners and from 17% to 25% amongst camera owners.

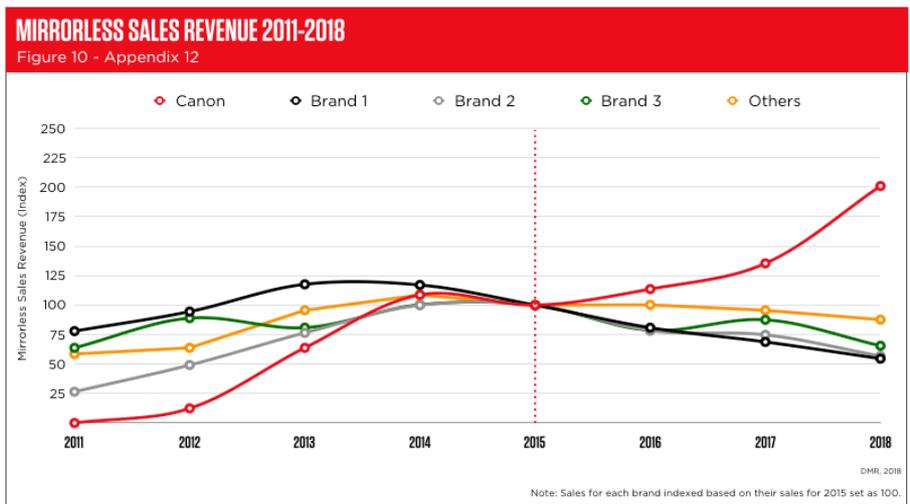


9. Hvilken kommerciel effekt hvad kampagnen?

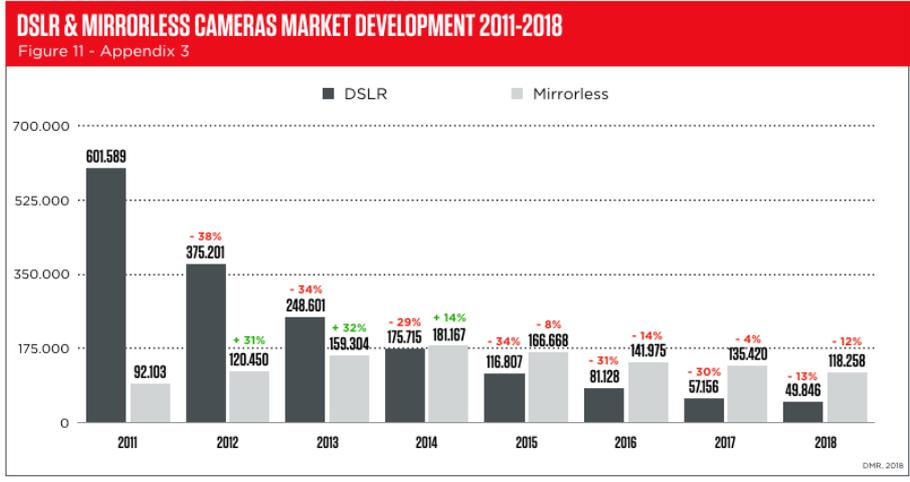
In the years leading up to the launch of the initiative, the market had diverged between the declining DSLR market (avg. 34% unit sales decline 2011-2015) and the growing mirrorless market (avg. 17% unit sales increase 2011-2016)¹⁴. If Canon didn't manage to shift its focus to the mirrorless market and capture more of the value, then the future would truly look bleak. However, the launch of the Redefine Ordinary initiative quickly accelerated the change of faith.

The ambition to penetrate the new market and reverse Canon's fortunes was set at an annual KPI of 10% year-on-year sales growth, which was surpassed throughout all three years. Sales grew exponentially from +13,58% in 2016, +19,23% in 2017 and finally staggering +48,46% during the third phase in 2018.

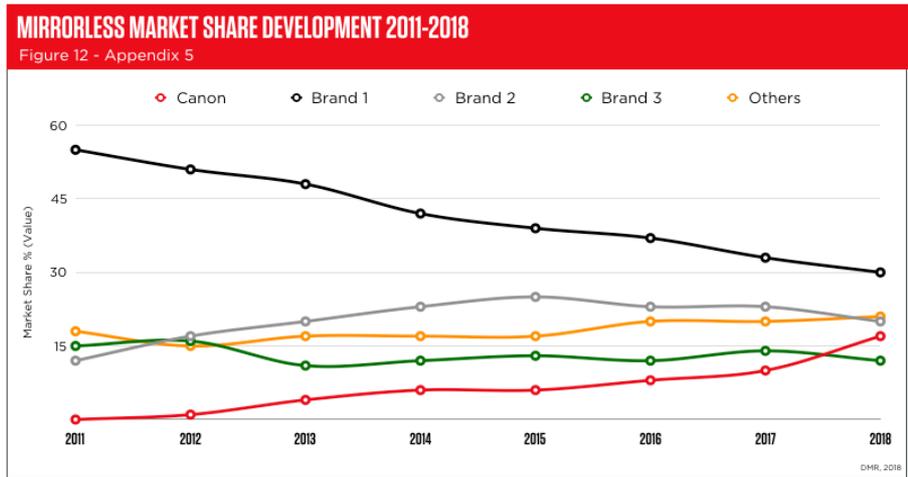
¹⁴ See figure 1



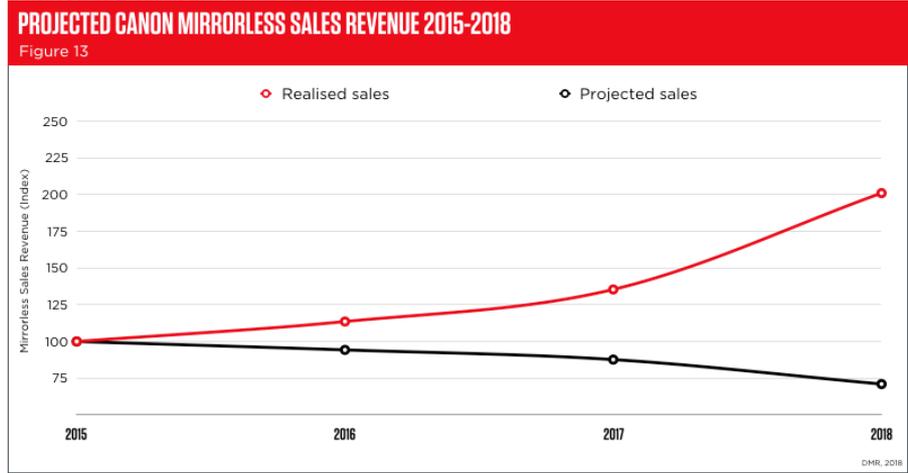
While Canon revenues doubled by end 2018 (index 201 compared to the base year of 2015), all other competitors declined (with the mirrorless market leader at index 54). Canon's growth bucked market trends, with sales sharply up despite declines in both DSLR and mirrorless markets.



With a more clearly defined position Canon not only sold more units, but also managed to grow its value share of the market from 6% to 17% at the end of 2018.



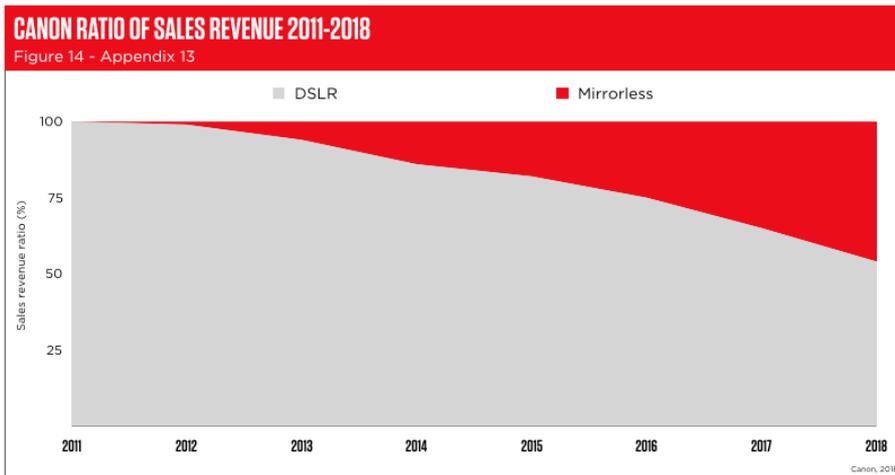
Without the launch of Redefine Ordinary Canon would clearly have followed the category trend downwards. A projection based on the competitors' performance indicates Canon would have been at index 71 by 2018, rather than 201 as achieved.



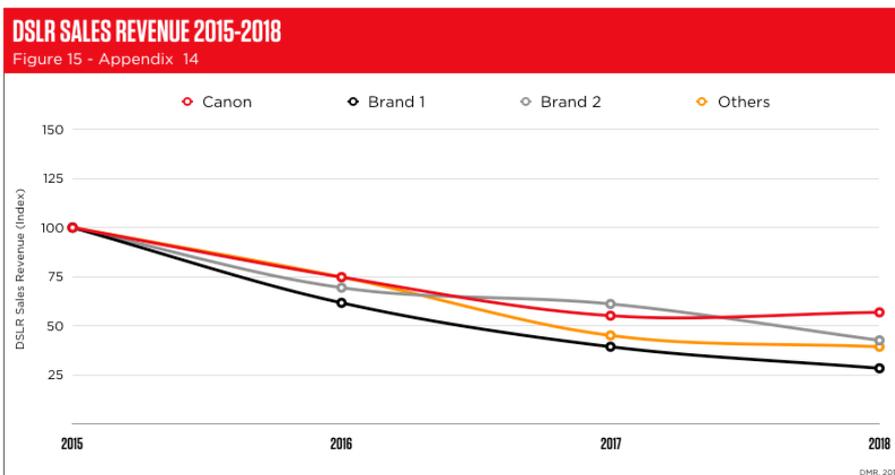
In the absence of Redefine Ordinary, Canon's projected sales revenue was €9,485,941 (**confidential**) in 2018, compared to the €16,876,500 (**confidential**) actually achieved.

On this basis, the incremental revenue generated by the campaign is €7,390,558 (**confidential**). The total marketing investment behind the initiative was €1,679,672 (**confidential**) (including media, creative execution and production). This indicates a revenue return on marketing investment of 1:4.4 – that is, every €1 spent on the campaign returned sales revenue of **€4.4**.

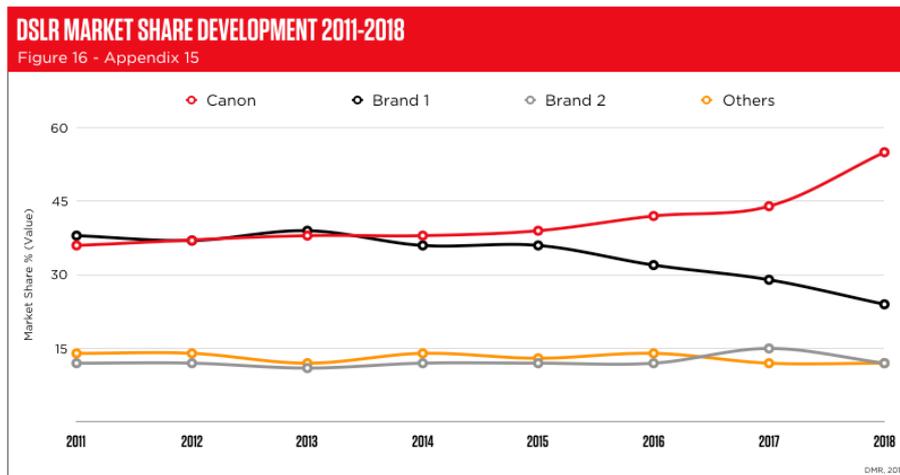
Perhaps just as important, the success of the Redefine Ordinary project helped to future-proof Canon by making the brand less reliant on sales of DSLR cameras by expanding its presence in the more attractive mirrorless category. At 2018 the ratio of sales revenue is now 54% DSLR and 46% mirrorless.



Besides the immediate effects within the mirrorless category, Redefine Ordinary had a broader halo effect on the brand, helping Canon slow down DSLR sales decline in a period where Canon has not invested in communicating their DSLR portfolio. Indeed in 2018 Canon managed an increase in their DSLR sales revenue for the first time in several years, while competitors saw a 25% decrease on average.



Indeed from 2016, the halo from Redefine Ordinary had helped Canon sharply increase its share of the DSLR market, at the expense of its closest competitor.



10. Er der andre faktorer, som kan have haft indflydelse på den kommercielle effekt eller den forretningsmæssige udvikling?

Was Canon's success driven by an overall consumer demand for more mirrorless cameras?

Most certainly not. As already shown¹⁶ the overall demand for the category in fact declined 2015-18. A decline that Canon however was able to break away from and significantly increase its business performance.

Could pricing explain the improved performance?

No. The camera business is a very traditional and retailer-driven category, which means that prices are very stable and that manufacturers follow predictable patterns in terms of offering extra accessories (camera straps etc.) as incentive. According to Canon, the mirrorless category had the same promotional support that you would see for the launch of any new camera.

Was the success due to increased media budgets?

The media budget for Redefine Ordinary was the same level as the year before the campaign. In fact, due to the success of the creative platform, we were able to gradually reduce the spend in year two and again in year three while still improving the performance of the campaign.

11. Skubbede arbejdet til grænsen for, hvordan kreativitet giver effekt for forretningen?

The Redefine Ordinary project has proven that it is possible to educate younger consumers about the emotional value of high-quality photography – and, in doing so, counter what seemed to be the inevitable ‘default to the Smartphone’ in this area, despite the focus that the Smartphone behemoths put on their camera functionality.

By designing a multi-year platform that worked as a classic behavioural change program, we were able to move Canon from storytelling to ‘storydoing’ proving the value of great imagery in the real world and getting our great cameras in the hands of people everywhere.

APPENDICES

I. Appendix 1

Official approval from Canon of all internal data provided in the case.

Canon Oy
Husokatu 24
00500 Helsinki
Puhelin 010 544 30
Faksi 010 544 30
www.canon.fi
Y-tunnus 0114931-7

Canon

To Whom It May Concern,

On behalf of Canon Nordic, this letter confirms that we have received and approved Uncle Grey's submission into the 2017 Cannes Lions Festival of Creativity for Creative Effectiveness. The campaign was a Bronze Cannes Lions winner in 2018.

Sincerely,



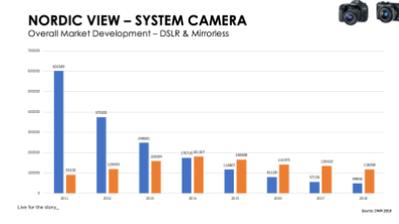
Jenni Lindström
Nordic Marketing Director
Imaging Technologies & Communications Group
+358 40 574 0669
jenni.lindstrom@canon.fi

II. Appendix 2

Article from BusinessInsider.com “*People will take 1,2 trillion digital photos this year – thanks to smartphones*” Retrieved from: <https://www.businessinsider.com/12-trillion-photos-to-be-taken-in-2017-thanks-to-smartphones-chart-2017-8?r=US&IR=T>



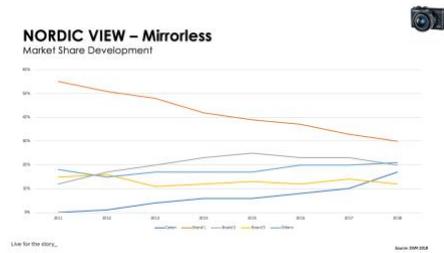
III. Appendix 3
 Source data for Figure 1 and Figure 11 directly from Canon.



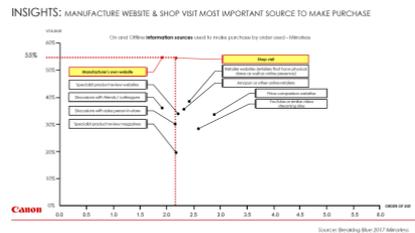
IV. Appendix 4
 Article from DIY Photography.com "Canon finally shifts focus to mirrorless cameras company manager confirms" Retrieved from: <https://www.diyphotography.net/canon-finally-shifts-focus-mirrorless-cameras-company-manager-confirms/>



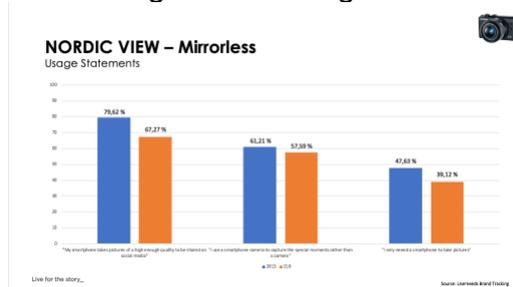
V. Appendix 5
 Source data for Figure 3 and Figure 12 directly from Canon.



VI. Appendix 6
Internal data directly from Canon based on the report “Breaking Blue 2017 – Mirrorless”.



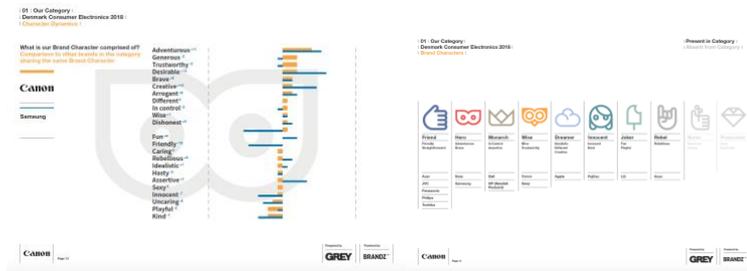
VII. Appendix 7
Source data for Figure 4 and Figure 21 directly from Canon.



VIII. Appendix 8
Article from Cult of Mac “Apple’s award-winning ‘Shot on iPhone’ ads are a ‘game-changer’” Retrieved from: <https://www.cultofmac.com/327156/apples-award-winning-shot-on-iphone-ads-are-a-game-changer/>



IX. Appendix 9
Source data from WPP's BrandZ tool



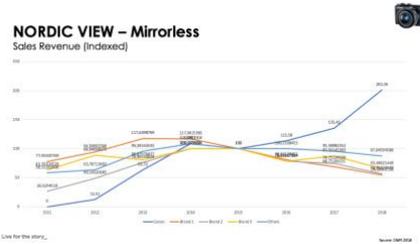
X. Appendix 10
Article by McCraty, Atkinson & Bradley “*Electrophysiological evidence of intuition*” in Journal of Alternative and Complementary Medicine. Retrieved from <https://www.liebertpub.com/doi/abs/10.1089/107555304323062310>



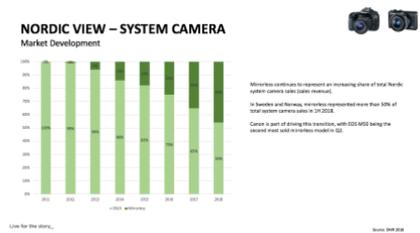
XI. Appendix 11
Article about the Gleicher Change Model. Retrieved from http://www.valuebasedmanagement.net/methods_beckhard_change_model.html



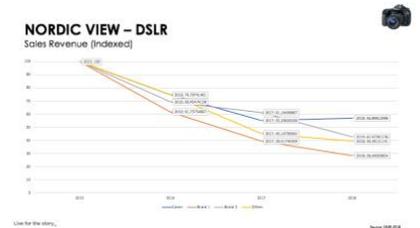
XII. Appendix 12
Source data for Figure 10 directly from Canon.



XIII. Appendix 13
Source data for Figure 14 directly from Canon.

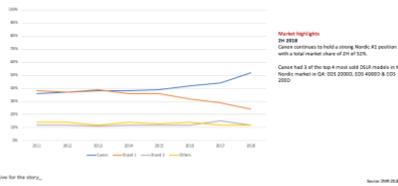


XIV. Appendix 14
Source data for Figure 15 directly from Canon.



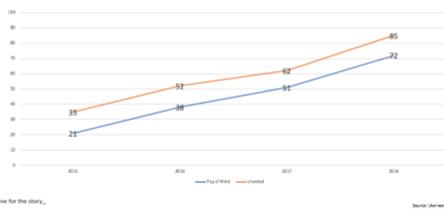
XV. Appendix 15
Source data for Figure 16 directly from Canon.

NORDIC VIEW – DSLR
Market Share Development



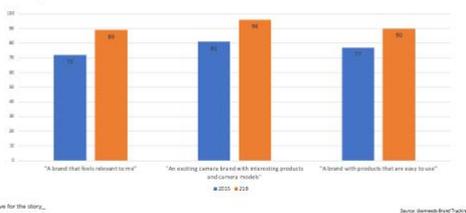
XVI. Appendix 16
Source data for Figure 17 directly from Canon.

Campaign Outlook - Mirrorless
Development of brand awareness

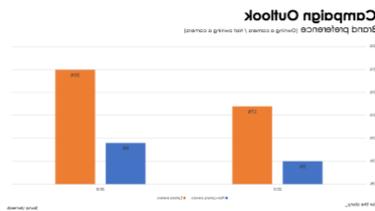


XVII. Appendix 17
Source data for Figure 19 directly from Canon.

NORDIC VIEW – Mirrorless
Perceptions 1 of 2



XVIII. Appendix 18
Source data for Figure 22 directly from Canon.



XIX. Appendix 19
Presentation from Google on results of the Google Local Guides activation mentioned in footnote 19.

